

ROUTING AND TRANSMITTAL SLIP

16 APR 86

TO: (Name, office symbol, room number, building, Agency/Post)	Initials	Date
1. DIRECTOR OF TRAINING AND EDUCATION		
2.		
3.		
4.		
5.		

Action	File	Note and Return
Approval	For Clearance	Per Conversation
As Requested	For Correction	Prepare Reply
Circulate	For Your Information	See Me
Comment	Investigate	Signature
Coordination	Justify	

REMARKS

PLEASE HANDLE AS APPROPRIATE.

DO NOT use this form as a RECORD of approvals, concurrences, disposals, clearances, and similar actions

FROM: (Name, org. symbol, Agency/Post)

EXO/DDA

Room No.—Bldg.

7D24 HOS

Phone No.

5011-102

U.S.G.P.O. 1963 O-21-529/320

OPTIONAL FORM 41 (Rev. 7-76)
Prescribed by GSA
FPMR (41 CFR) 101-11.606EXECUTIVE SECRETARIAT
ROUTING SLIP

TO:

		ACTION	INFO	DATE	INITIAL
1	DCI				
2	DDCI		X		
3	EXDIR		X		
4	D/ICS				
5	DDI				
6	DDA	X			
7	DDO				
8	DDS&T				
9	Chm/NIC				
10	GC				
11	IG				
12	Compt				
13	D/OLL				
14	D/PAO		X		
15	D/PERS				
16	VC/NIC				
17	D/OTE/DA		X		
18					
19					
20					
21					
22					

SUSPENSE

Date

Remarks

To #6: For appropriate action.

Executive Secretary
15 Apr '86

Date

3637 (10-81)

STAT

STAT

STAT



United States Department of State

Foreign Service Institute

1400 Key Boulevard
Arlington, Virginia 22209

April 9, 1986

Executive Registry

86-
1500X



The Honorable
William J. Casey
Director of Intelligence
Central Intelligence Agency
Washington, D. C. 20505

Dear Mr. Casey:

I am pleased that the Central Intelligence Agency is able to host the Foreign Service Institute Senior Seminar on Thursday, 22 May as part of our discussion unit on the role of intelligence in foreign policy.

[redacted] the CIA representative in the Seminar, has been working with [redacted] of your Office of Training and Education to arrange our visit to CIA. The Seminar Members are to meet the Directors of the Operations and Intelligence Directorates, and with the Chairman of the National Intelligence Council. A luncheon is to be hosted by Mr. Gates with senior managers of CIA present. We hope that you will be able to make a few minutes available from your busy schedule to provide some opening remarks to the Seminar Members that Thursday morning.

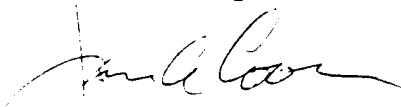
STAT
STAT

The Seminar is the most senior executive development program for career officials of the United States Government. Members are chosen on a highly selective basis by their respective agencies. The ten-month program has been conducted annually since 1958. This year's Seminar is composed of 29 men and women, over half of whom are Foreign Service Officers. The others are representatives of government departments and agencies with foreign affairs responsibilities, plus five uniformed Services.

2.

I believe you will find the Members of the Twenty-eighth Seminar a diverse and interesting group. We fully expect that they will find their visit to CIA stimulating and informative. We are looking forward very much to our visit.

Sincerely,

A handwritten signature in cursive script, appearing to read "Jane A. Coon".

Jane A. Coon
Dean



THE SENIOR SEMINAR

FOREIGN SERVICE INSTITUTE · DEPARTMENT OF STATE

Twenty-Eighth Session
September 3, 1985 - June 13, 1986

INFORMATION SHEET FOR GUEST SPEAKERS

The Senior Seminar is the most advanced executive development program for career officials of the United States Government. Founded in the Department of State in 1958, the Seminar brings together highly-selected senior federal executives from agencies which have an interest in foreign affairs and national security matters. During an academic year, Members explore the assumptions which underlie national policy and examine major issues confronting our society and how these issues interact with our national interests abroad.

The Twenty-eighth Session of The Senior Seminar is composed of 29 Members, 14 from the Department of State and the others from the United States Information Agency, the Department of Agriculture, the Department of Commerce, the Department of Defense, the Agency for International Development, the Central Intelligence Agency, Federal Bureau of Investigation, Intelligence Community Staff, the National Security Agency, and five uniformed Services. Members rank from Civil Service GS-15 to GS-18 or equivalent in the Foreign Service or military.

As the name implies, the Seminar method relies primarily on a colloquy between its Members and distinguished guest speakers who guide the dialogue that animates this ten-month program. It is to them that the Seminar largely owes its reputation as a unique educational experience. Complementing the speaker's program, the Members engage in intensive reading, extensive travel within the United States, Seminar discussions and Individual Research Projects.

Seminar Meetings

Seminar meetings normally begin at 9:30 a.m. or 2:30 p.m., last about two hours, and are quite informal. One of the Members acts as chairperson for the meeting, introduces the speaker, and moderates the discussion period. Speakers set the framework for the discussion in an opening talk of some 30-40 minutes. Following a coffee break, the Speaker and the Members reassemble for questions, answers and a general exchange of views.

Audio-visual aids can be provided if requested in advance by the speaker.

-2-

Seminar meetings with guest speakers are privileged, closed to the press and the public, and are entirely off the record. All Members hold Top Secret and SI/TK clearances.

Location

The Seminar occupies Suite 1209 on the 12th floor of the Foreign Service Institute (Department of State Annex 3) at 1400 Key Boulevard, Arlington (Rosslyn area), Virginia 22209, (see map attached - Building 12).

The Foreign Service Institute (FSI) is a five-minute drive from the main building of the Department of State, and 20 minutes from National Airport. There is a METRO stop two blocks away from FSI at Rosslyn Center and a free shuttle bus service operates every 15 minutes between the North Entrance (D Street) of the Department of State in Washington and the FSI in Rosslyn.

Parking

Parking space is available in the building for speakers who drive their own cars. The garage entrances are on the Nash Street side of the FSI. Speakers should inform the attendant that they will be speaking to the Senior Seminar: they will be given a special visitor's parking ticket, half of which is placed on the car. The other half should be presented at the Seminar for completion and stamping, and should be returned to the parking attendant upon departure from the parking area.

Miscellaneous

The Seminar telephone numbers are: (area code 703) 235-8767, 235-8775 and 235-8753.

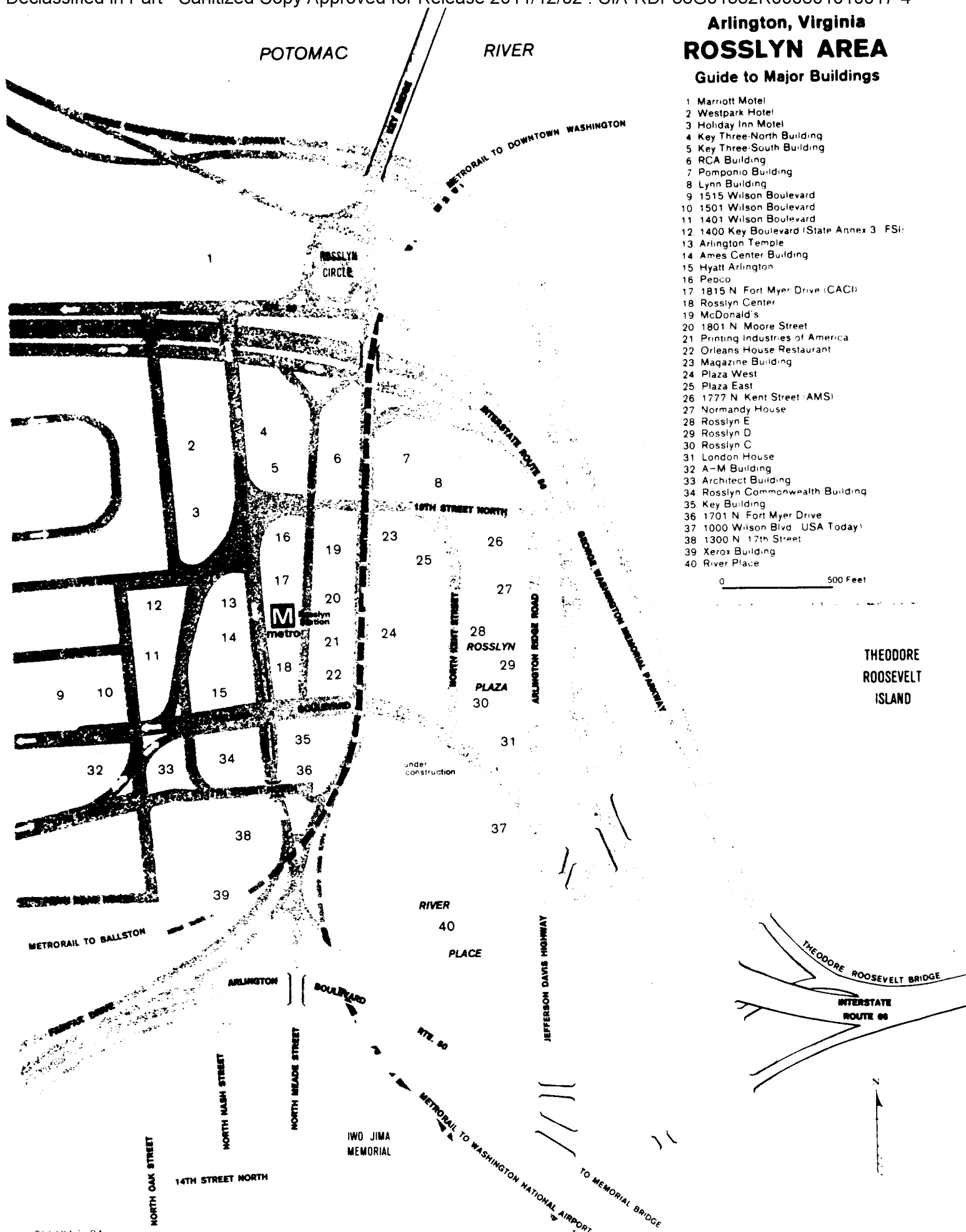
Arlington, Virginia

ROSSLYN AREA

Guide to Major Buildings

- 1 Marriott Motel
- 2 Westpark Hotel
- 3 Holiday Inn Motel
- 4 Key Three-North Building
- 5 Key Three-South Building
- 6 RCA Building
- 7 Pomponio Building
- 8 Lynn Building
- 9 1515 Wilson Boulevard
- 10 1501 Wilson Boulevard
- 11 1401 Wilson Boulevard
- 12 1400 Key Boulevard (State Annex 3 FSI)
- 13 Arlington Temple
- 14 Ames Center Building
- 15 Hyatt Arlington
- 16 Peeco
- 17 1815 N. Fort Myer Drive (CACI)
- 18 Rosslyn Center
- 19 McDonald's
- 20 1801 N. Moore Street
- 21 Printing Industries of America
- 22 Orleans House Restaurant
- 23 Magazine Building
- 24 Plaza West
- 25 Plaza East
- 26 1777 N. Kent Street (AMS)
- 27 Normandy House
- 28 Rosslyn E
- 29 Rosslyn D
- 30 Rosslyn C
- 31 London House
- 32 A-M Building
- 33 Architect Building
- 34 Rosslyn Commonwealth Building
- 35 Key Building
- 36 1701 N. Fort Myer Drive
- 37 1000 Wilson Blvd. USA Today
- 38 1300 N. 17th Street
- 39 Xerox Building
- 40 River Place

0 500 Feet





THE SENIOR SEMINAR
FOREIGN SERVICE INSTITUTE · DEPARTMENT OF STATE
Twenty-Eighth Session
September 3, 1985 - June 13, 1986

OUTLINE OF DISCUSSION UNITS

The broad subject areas for Discussion Units reflect the central purpose of the Seminar -- to provide a comprehensive understanding of the domestic assumptions which sustain our foreign policy. A Unit normally will consist of six or more talks by guest speakers each followed by a question and answer discussion period. A Seminar Member serves as Chairperson for each Unit and will design and arrange his/her unit in consultation with the Dean and the Coordinator. The Chairperson will seek to focus the Seminar's deliberations on one or more significant issues within the broad subject area, insofar as the unit lends itself to this approach. Should problems arise regarding the number and timing of presentations or events proposed by the Unit Chairperson versus other Seminar scheduling priorities, the Coordinator will be expected to resolve the conflict.

Most presentations take place at the Institute or in the Washington area in a more or less continuous series, with some related events during field trips. The notable exceptions will be on the roles of the Uniformed Services, which will be covered primarily during trips.

This paper lists the Discussion Units in a logical order. In practice, the sequence of Units may vary from this pattern in order to accommodate a variety of scheduling and other considerations, particularly the timing of field trips. The 27 Discussion Units will be numbered in accordance with their introduction into the schedule rather than in the sequence outlined here.

THE FRAMEWORK UNITS

Two "framework" or thematic units provide material which is woven into the entire Seminar. A main objective of the Seminar throughout the year will be to focus on issues in Executive Leadership in national policy. This unit will be as much a frame of mind as a set of specific discussions, but particular presentations such as the National Security Council lecture series, held jointly with the National Defense University, and the early sessions with senior Department of State officials will be components of this Unit. Other Units include discussions with agency and service leaders who can illustrate and illuminate the issues of Executive leadership.
Chairperson: WOODWARD

-2-

The Seminar will also try to give some discipline to its year-long consideration of national priorities by focussing on the Federal Budget as a policy tool. The Discussion Unit on The Federal Budget and National Priorities will be introduced fairly early in the year with a brief series of discussions on the dynamics and constraints of the budget process. From there the Seminar will attempt to apply the realities of budget considerations to its deliberations, particularly in Committee reflection on national priorities. Chairperson: STADTLER

Introductory Unit:

At the outset, in a unit entitled The State of The Nation, the Seminar will spend a week examining some key issues facing our country. We will examine American perceptions of the U.S. and will seek to relate domestic attitudes to historic trends in dealing with foreign affairs. The thought is to get a brief overview of the nation and central government before we look at the variety of economic, social, political, security and international conditions to which national policy must respond. We expect that later, throughout the year, other units will deal specifically and in depth with issues discussed briefly here. Chairperson: WOODWARD

THE DOMESTIC UNITS

The American Economy

In four units the Seminar will look at key issues in the economic sphere.

One will address Issues in Agriculture, reinforcing considerations of policy issues during sessions at the Institute in Washington and by visits with Minnesota farm families during the September Midwest trip. Chairperson: PIASON

Another will consider significant Issues in Industry. In addition to discussion in sessions at the Institute, this unit will be pursued during several events on field trips, starting with a session with Ford Motor Company in Detroit during the Midwest trip. Chairperson: BESSETTE

-3-

The Seminar will also devote some time to deliberating major Issues in Domestic Economic Policy. The emphasis in discussions at the Institute will be on macro-economic questions at the federal level, but a number of discussions on field trips will get into regional and local aspects of this topic. Chairperson: CASHMAN

The group will examine the infrastructure of our nation's Transportation and Communications systems and the issues/problems inherent to them. In addition to discussions during plenary sessions we will examine relevant issues as appropriate during trips throughout the year. Chairperson: NELSON & CARDILLO

The American Society

Under this broad and imprecise rubric the Seminar will consider a number of topics relating to our society and the government's responsibility for the "pursuit of happiness" and the public order.

One area of inquiry will be significant Issues in Social Welfare and Behavior. At the discretion of the Unit Chairperson this unit could pursue either or both of two questions. One is the appropriate role of government in providing for the basic welfare of the society in terms of "entitlement" or "social welfare" programs. The other is the proper role of government in our system in regulating social conduct, including the so-called "social issues" currently on the political agenda. Chairperson: CUBBISON

Another area will be Issues in Education, a topic which remains high on the national agenda. Chairperson: HALE

A third will deal with significant Trends in American Culture and how or whether they reflect changes in the nature of our society. Chairperson: ANTUNES

Another Unit will address Issues in Immigration Policy, with sessions both at the Institute and during the Southwest trip. Chairperson: HOBBS

-4-

There will be a Unit on Issues in Energy and Environmental Policy. In addition to discussion at the Institute, the Far West trip will provide an opportunity to look at an aspect of this topic. Chairperson: MILAM

There will also be a Unit on Issues in Law Enforcement which will include a look at the roles of the Federal Bureau of Investigation, the U.S. Coast Guard and other U.S. Agencies. In addition to sessions in the Washington area, there should be some focus on this topic during field trips, particularly the Southeast trip. Chairperson: McWEENEY

The American Political System

Under this grouping the Seminar will address five subjects in three units. One unit will deal with Issues in the Election Process, The Role of Special Interests, and Influencing Opinion. It will deal with the election process in general, examine how groups press special views on elected officials and look at the role of the media, consultants and pollsters in both gauging and influencing public opinion in the electoral process. Chairperson: MACK

There will be a unit on The Role of State and Local Government, a topic which will be pursued at some length during the regional field trips. Chairperson: BOYLE

Finally, there will be a unit on Executive-Legislative Relations which can well address the dynamics of the relationship between the two branches in the foreign policy as well as in the domestic policy arena. Chairperson: SHIPLETT

American Foreign Policy

Seminar discussion units will deal with eight key subjects on the conduct of foreign policy.

Early in the program the group will devote a unit at the Institute to a study of U.S.-Canadian Relations. The choice of this topic reflects in part the view that this is an important aspect of U.S. foreign relations unfamiliar to most foreign affairs practitioners as well as the consideration that there are many aspects of the US-Canadian relationship which might be interesting topics for Individual Research Projects addressing the linkage between domestic and foreign policy considerations. Issues will be further pursued during our week-long trip to Canada following our unit discussions. Chairperson: BLAKEMORE

-5-

Another unit will look at Issues in the Atlantic Alliance, including the strategic, political and economic importance of this basic feature of our foreign policy and the present status and prospects for the Alliance.
Chairperson: PENDERGRAST

Another will deal with Issues in East-West Relations other than those involving strategic and conventional warfare and arms control. Chairpersons: SIMONS & FARLEY

There will be a unit on Issues in International Trade and Finance. Depending on how the discussion is cast this unit could deal with international debt or economic development problems as well as trade issues. Chairperson: IMUS

Related to the above but treated separately will be a unit on Japan and the Pacific Rim to examine specific issues in trade, trade deficits, and the importance of the region to overall U.S. interests.
Chairperson: ANDERSON

There will be discussion of Issues in Foreign Assistance Policy which can cover both economic and security assistance as well as the sale of military equipment and training as a foreign policy tool. Some thought should be given to including discussion of the assistance policy process in this unit.
Chairperson: LANGMAID

There will be a unit on The Role of Intelligence in Foreign Policy, which has traditionally included visits to and discussions with CIA and NSA. Chairperson:

STAT

One unit will deal with The National Security Policy Process including the role of the NSC and consideration of how the responsibilities of the various departments involved in national security affairs are coordinated. Chairperson: HOCKER

-6-

The Military Units

These units will include The Roles of the Army, Navy, Air Force and Marines. Traditionally coverage of these topics has included presentations by the Commandants or Chiefs of Staff of the Services as well as extensive consideration of Service roles during the three military field trips. Chairpersons: DAVIS, JANNARONE, PELLICCI, STEEN

In addition to their responsibilities as chairpersons for the units above, we will ask the representatives of the four military Services to chair the following two units entitled:

- Issues in Conventional Warfare
- Issues in Strategic Warfare

The final unit in this series will be on Issues in Arms Control. We will look into the current issues and where the prospects for the present round of negotiations with the Soviet Union are headed. Chairperson: ZWART



THE SENIOR SEMINAR

FOREIGN SERVICE INSTITUTE · DEPARTMENT OF STATE

Twenty-Eighth Session
September 3, 1985 - June 13, 1986

PRELIMINARY SCHEDULE

<u>EVENT</u>	<u>SUBJECT</u>	<u>APPROXIMATE PERIOD</u>	<u>CHAIR</u>
	INTRODUCTION & ORGANIZATION	Sep. 3-6	
<u>Discussion Unit</u>			
1	The State of The Nation	Sep. 9-13	WOODWARD
2	The American Economy: Issues in Agriculture	Sep. 16-20	PIASON
TRIP TO MIDWEST - DETROIT & MINNESOTA		Sep. 22-27	
3	The American Economy: Issues in Industry	Sep. 30-Oct. 1-2	BESSETTE
4	The Federal Budget and National Priorities	Oct. 3-4 & 7	STADTLER
5	The American Economy: Issues in Domestic Economic Policy	Oct. 8-11	CASHMAN
COLUMBUS DAY - OCTOBER 14			
	Speech Dynamics and Word/Data Processing	Oct. 15-18	
6	The American Society: Issues in Law Enforcement	Oct. 21-25	MCWEENEY
7	US/Canada Relations	Oct. 28-Nov. 1	BLAKEMORE
TRIP TO EASTERN CANADA - OTTAWA & MONTREAL		Nov. 3-8	BLAKEMORE
VETERANS DAY - NOVEMBER 11			
8	The American Political System: Role of State and Local Government	Nov. 12-15	BOYLE
9	The American Society: Issues in Social Welfare and Behavior	Nov. 18-22	CUBBISON

-2-

Discussion Unit

10	The American Society: Trends in American Culture	Nov. 25-27	ANTUNES
----	---	------------	---------

THANKSGIVING - NOVEMBER 28-29

TRIP TO THE SOUTH - CHARLOTTE, N.C., CHARLESTON, S.C. & MIAMI - December 1-6

11	The American Political System: Elections, Special Interests & Influencing Opinion	Dec. 9-13	MACK
----	--	-----------	------

12	The American Economy: Transportation and Communications	Dec. 16-20	NELSON and CARDILLO
----	---	------------	------------------------

RESEARCH TIME - December 23-January 3

13	The American Society: Issues in Energy and Environmental Policy	Jan. 6-10	MILAM
----	---	-----------	-------

TRIP TO THE FAR WEST - SEATTLE & SAN FRANCISCO - January 12-18

MARTIN LUTHER KING'S BIRTHDAY - January 20

14	The American Society: Issues in Education	Jan. 21-24	HALE
----	--	------------	------

15	The American Political System: Executive/ Legislative Relations	Jan. 27-31	SHIPLETT
----	---	------------	----------

RESEARCH PROJECT PERIOD - February 3-28
(Papers due in FINAL on March 10)

16	The National Security Policy Process	Mar. 3-7	HOCKER
----	---	----------	--------

17	The American Society: Issues in Immigration Policy	Mar. 10-14	HOBBS
----	--	------------	-------

TRIP TO SOUTHWEST - TEXAS - March 16-21

18	Issues in The Atlantic Alliance	Mar. 24-26	PENDERGRAST
----	------------------------------------	------------	-------------

REVISED 2/1/80

-3-

Discussion Unit

19	Japan and The Pacific Rim	Mar. 27-28, 31	ANDERSON
20	Issues in International Trade and Finance	Apr. 1-4	IMUS
21	Issues in Foreign Assistance Policy	Apr. 7-11	LANGMAID
22	The National Defense: Issues in Conventional Warfare	Apr. 14-18	MILITARY OFFICERS

23	Issues in East-West Relations	Apr. 20-25	SIMONS and FARLEY
	ARMY TRIP	Apr. 28-May 2	PELLICCI

24	The National Defense: Issues in Strategic Warfare	May 5-9	MILITARY OFFICERS
	NAVY/MARINE CORPS TRIP	May 11-16	DAVIS and STEEN

25	The Role of Intelligence in Foreign Policy	May 19-23	
----	--	-----------	--

MEMORIAL DAY - May 26

STAT

26	The National Defense: Issues in Arms Control	May 27-30	ZWART
	AIR FORCE TRIP	June 2-6	JANNARONE
27	Negotiations	June 9-10	WOODWARD
	Oral Critique	June 11	
	GRADUATION	June 12	

OTHER TOPICS

Executive Leadership	WOODWARD
Terrorism	
Committee Activities	